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BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Corporate Services Policy and Challenge Group.

Bedford Borough Councillors: M Headley

Central Bedfordshire Councillors: F Chapman and D McVicar

Luton Borough Councillors: M Riaz and Y Waheed

A meeting of **Corporate Services Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK41 7NR** on **Wednesday, 14 September 2016** starting at **10.00 am.**

Karen Daniels
Service Assurance Manager

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies		
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct. (see note below).
3.	Communications	Chair	
4.	Minutes	Chair	*To confirm the Minutes of the meeting held 9 June 2016 (Pages 1 - 8)
5.	Corporate Services Performance 2016/17 Quarter 1 and Programmes to date	ACO	* To consider a report (Pages 9 - 22)
6.	Audit and Governance Action Plan Monitoring Report	CFO	* To consider a report (Pages 23 - 32)

Item	Subject	Lead	Purpose of Discussion
7.	Revenue Budget and Capital Programme Monitoring 2016/17	HFT & Treasurer	* To consider a report (Pages 33 - 38)
8.	2017/18 Revenue Budget and Capital Programme (Planning Arrangements)	HFT & Treasurer	* To consider a report (Pages 39 - 42)
9.	Community Facilities Charges at Stations	HFT & Treasurer	* To consider a report (Pages 43 - 48)
10.	Annual Review of the Operation of ICT Shared Service Agreement	HSS	* To consider a report (Pages 49 - 60)
11.	Corporate Risk Register	CFO	* To consider a report (Pages 61 - 64)
12.	Work Programme 2016/17	Chair	* To consider a report (Pages 65 - 70)
	Next Meeting		The next meeting is to be held at 10.00am on 6 December 2016 at Fire and Rescue Service Headquarters

DECLARATIONS OF INTEREST

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

For Publication

Bedfordshire Fire and Rescue Authority Corporate Services Policy and Challenge Group
14 September 2016
Item No. 4

MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP MEETING HELD ON 9 JUNE 2016

Present: Councillors F Chapman, M Headley (Chair), D McVicar and Y Waheed

CFO P Fuller, ACO Z Evans, SOC T Rogers, AC C Ball, Mrs A Ashwood and Mr G Chambers

16-17/CS/001 Apologies

An apology for absence was received from Councillor T Brown.

16-17/CS/002 Election of Vice-Chair 2016/17

RESOLVED:
That Councillor F Chapman be elected Vice Chair of the Policy and Challenge Group for 2016/17.

16-17/CS/003 Declaration of Disclosable Pecuniary and Other Interests

No declarations were made.

16-17/CS/004 Communications

The Group received the Minutes of the ICT Shared Service Governance Board meeting held on 28 April 2016 for information.

ACO Evans reported that Schedule 4 of the shared services agreement was being reviewed and the outcome of this would be reported to a meeting of the Fire and Rescue Authority later in the year. There would be no wholesale review of the operating model for this review, but changes may be made to structure and skill alignment.

16-17/CS/005 Minutes

RESOLVED:
That the Minutes of the meeting held on 7 March 2016 be confirmed and signed as a true record.

16-17/CS/006 Terms of Reference

Members were requested to review the Group's terms of reference.

The Chair drew Members' attention to a change in the Group's terms of reference relating to the reporting mechanism from the Policy and Challenge Groups and the Audit and Standards Committee to the Fire and Rescue Authority arising from an internal audit. This set out that "*the Group has no delegated power to take decisions but its Minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations*."

RESOLVED:
That the Terms of Reference be updated to include a statement that the Group reports to the Fire and Rescue Authority and to amend points 3 and 7 to remove reference to 'approve' accordingly.

16-17/CS/007 Corporate Services Programme and Performance 2015/16 Year End

ACO Evans introduced the year-end performance report. She reported on the programmes currently in progress within the Group's remit. As requested at a previous meeting, each individual action under the Business Systems Improvement project had its own RAG rating. These were all currently reporting as green.

The Business Process Improvement and VDI Refresh programmes were rated as amber with the Telephony System Replacement (Unified Comms) reporting as red.

The Business Process Improvement process was delayed as the deployment of an upgrade to improve the recording of the sickness absence process in relation to wholetime staff as additional development was required by the supplier. The server problems had been resolved and final testing completed and it was anticipated that this would be deployed the week commencing 6 June 2016.

The delay to Unified Comms was linked to the server problems relating to the VDI refresh. This would recommence in three weeks. It was hoped to compress the programme to minimise the impact on Unified Comms. A revised timetable would be presented to the Group's next meeting.

In response to a question, Mrs A Ashwood, Head of Strategic Support, advised that the integrations with the new HR and payroll system for the Retained Availability Software had been purchased from the supplier and that there would not be any compatibility issues.

ACO Evans confirmed that the Project Charter for the HR and payroll system was in place and had been signed.

ACO Evans reported on the year-end performance indicators. All the finance indicators, with the exception of FNP8 (return on investment) were green, as were the ICT and Fleet and Workshop indicators. A number of the property indicators, relating to utility usage, were amber or red.

Mr G Chambers, Head of Finance and Treasurer, advised that FNP1 (budget requirement of Fire and Rescue Service divided population) was an indicator that was reported for information only. The two indicators for FNP2 (accuracy of net budget forecast) were awaiting finalisation of the Statement of Accounts.

FNP8 was 0.9% under target as when the target was set it was anticipated that the Bank of England base rate would rise above 0.5% during 2015/16.

Mr Chambers reported on the property indicators. All stations had had water meters installed for a number of years so that the data collected was reliable. Water usage at Shefford Fire Station in particular was very high and this would be investigated along with all the other stations that had usage at levels above or below what was estimated through previous benchmarking.

The majority of stations now had smart meters installed for gas and electricity, with all of them fitted by the end of the summer. This would enable an accurate benchmark to be set for future performance years. Electricity usage at Biggleswade, Luton, Shefford and Toddington and gas usage at Ampthill was high and would be investigated.

The Group was advised that the Asset Management Plan for Land and Buildings included a number of measures to reduce utility usage. The Plan was being considered by the Group later in the meeting. The Plan included targets for utility usage that had been set the previous year.

RESOLVED:
1.	That the progress made on Corporate Services Programmes and Performance be acknowledged.
2.	That a report providing an update on the investigations into utility usage at particular stations where usage was higher than expected be submitted to a future meeting of the Group.

16-17/CS/008 New Internal Audit Reports

ACO Evans submitted new internal audit reports for Key Financial Controls, the IT Shared Service and a follow up audit. Key Financial Controls and the IT Shared Service had been awarded opinions of substantial assurance and there were only a small number of low priority recommendations which would be added to the next monitoring report.

In response to a question, Mr G Chambers, Head of Finance and Treasurer, advised that the development of a centralised asset register for the purposes of preparing the Statement of Accounts had been superseded as the majority of operational assets were checked regularly at the stations and the internal auditors were satisfied with this arrangement.

In relation to the follow up audit, the internal auditors had expressed the opinion that management had demonstrated reasonable progress in implementing the agreed management actions. Seven of the ten management actions had been fully implemented, with one superseded and replaced with a new management action.

(Item 4.3)

The remaining actions were in progress with one due to be completed by the end of the current month.

The management action within the remit of this Group was to improve control around the fuel reserve log. In this respect a new action, to conduct a review of fuel reserve control activities, had been added with a revised completion date of March 2017.

RESOLVED:
That the attached internal audit reports be received and the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report be endorsed.

16-17/CS/009 Audit and Governance Action Plan Monitoring Report

ACO Evans submitted a report on progress made to date against current action plans arising from internal and external audit reports and from the Authority's 2014/15 Annual Governance Statement.

There had been no extension requests and all actions were progressing as anticipated.

RESOLVED:
That the progress made to date against the action plans be acknowledged and that the extensions to completion dates be agreed.

16-17/CS/010 Revenue Budget and Capital Programme Monitoring 2016/17 as at 31 May 2016

Mr G Chambers, the Head of Finance and Treasurer, presented the forecast year-end position for 2016/17. There was currently no variance in either the forecast salary and non-salary budgets.

The transformational savings and efficiencies for 2016/17 to 2018/19 were set out as an appendix to the report.

Additional information on the four year budget settlement was awaited from Government. It was noted that a savings and efficiencies plan was a requirement to sign up to a four year settlement and that a report would be submitted to the next full Authority meeting in relation to the budget settlement.

RESOLVED:
That the forecast outturn and planned savings and efficiencies be received.

16-17/CS/011 Treasury Management Annual Report for 2015/16

Mr G Chambers, Head of Finance and Treasurer, presented the Authority's Annual Report for Treasury Management for 2015/16. The Authority had achieved investment income of £115,694, over the target level of £99,000.

(Item 4.4)

The Authority had £10 million of borrowing and opportunities for debt rescheduling were regularly explored. All prudential indicators were within the targets set.

The current interest rate forecast from the Authority's treasury management advisers predicted an interest rate rise of 0.25% in the first quarter of 2017.

RESOLVED:
That the report be received.

16-17/CS/012 Asset Management Policy and Plans Transport, ICT and Land & Buildings 2016/17 to 2019/20

The Group received updated Asset Management Plans for 2016/17 to 2019/20 in relation to Transport, ICT and Land & Buildings.

Transport

AC C Ball highlighted a number of areas within the Transport Asset Management Plan.

He reported that the Service had introduced the vehicle life policy in 2009 under which the condition of all vehicles scheduled for replacement were discussed by the Service Delivery Asset Group to determine whether a vehicle was still required, if it could be replaced by a smaller, more efficient vehicle or if the life of the vehicle could be extended. This had saved the Service approximately £869,000 since the introduction of the policy.

The carbon footprint of the Service's fleet continued to decrease as a result of the increased performance of the vehicle engines and the reduced mileage that the vehicles were travelling. The mileage covered by the fleet continued to decrease and the total mileage was 447,000 for 2015/16. It was anticipated that the reduction would level off at some point in the near future.

There had been a corresponding decrease in the cost of fuel used by approximately £28,000- £30,000. Red diesel was being used by the Aerial Platform in Bedford, as it was classified as plant, and there were plans to provide red diesel tanks at both Bedford and Luton stations so that both aerial platforms could be fuelled by red diesel, which was 50% less expensive than normal diesel.

AC C Ball advised that the Service was planning to purchase a number of vehicles during 2016/17, including 10 rescue appliances, a van and a fire bike. The anticipated spend on vehicles during the year was £2 million. The rescue pumps purchased were at a discounted cost due to the Service's involvement in a collaborative agreement with Essex, Cambridgeshire and Hertfordshire Fire and Rescue Service and the supplier.

In response to a question, AC C Ball reported that rescue appliances needed to use diesel as they required the power both whilst driving and to run the pumps at incidents.

ICT

Mrs A Ashwood, Head of Strategic Support, drew Members' attention to the list of the Service's hardware and software assets. During 2015/16, the Service had introduced a new series of network printers with access via a security fob. There were now 32 printers rather than 64 and this would result in significant savings while increasing functionality.

Key achievements included the commencement of the VDI rollout, improved links between the north and south of the county and increased take up of technology.

A review of information and cloud readiness would be undertaken in 2016, along with the creation of a user focus group to increase engagement with users.

Members acknowledged that the investment in IT through the development of the Shared Service had resulted in greatly improved performance against more stretching targets.

Land and Buildings

Mr G Chambers, the Head of Finance and Treasurer, introduced the Land and Buildings Asset Management Plan. Within the Plan was a list of all the property owned and occupied by the Fire and Rescue Authority. The age profile of the buildings, most of which were built in the 1950s-1970s, necessitated a proactive programme of maintenance and repair and a number of improvements have been made to properties, most recently at Sandy and Potton stations.

The development of full compliance registers, CAD drawings, replacement of generators and improvements to boilers were among the significant achievements over the last two years of the Plan.

Mr G Chambers referred to the planned programme for 2016/17 which included the redesign of the BA Technical Workshop, the replacement of the generator at Bedford, a kitchen upgrade at Control and security improvements at the Headquarters site.

The Group also noted the benchmarking information provided in the report for the usage of water, gas and electricity and that the installation of smart meters for gas and electricity would give the Service an early indication of any issues in abnormal utility usage.

RESOLVED:
That the updated Asset Management Plans for Transport, Information & Communications Technology and Land & Buildings be endorsed.

16-17/CS/013 Corporate Risk Register

SOC T Rogers submitted the Service's Corporate Risk Register in relation to Corporate Services.

He reported that both the inherent likelihood and inherent risk for CRR23 (the Service IT infrastructure is unable to handle secure e-mails from external partners) had been reduced and the risk rating had decreased to a tolerable level as the result of the Service's use of the Criminal Justice secure email system.

The risk rating for CRR29 (poor communications both internal and external to the Service) had been reduced from 9 to 6 following the appointment of a Communications and Engagement Manager and the development of other risk controls.

The risk rating for CRR39 (if we have inadequate data management due to poor implementation, inappropriate specification of requirements or poor quality control measures then we are at risk of using the wrong information throughout the organisation and thus potentially affecting the delivery of our services) had also been reduced from 12 to 9 as risk control measures had been embedded.

SOC T Rogers provided an update on CRR05 (if we are unable to provide adequate asset management and tracking facilities then we may cause serious injuries to our staff due to a lack of safety testing. We may also incur unnecessary significant costs and be in breach of health and safety legislation). A technical specification was being drafted for an asset tracking system to enable the tendering process for a new software solution to begin.

Members were advised of the Service's current business continuity arrangements.

SOC T Rogers reported that a new risk, CRR45, had been added to the agenda relating to the threat to the Service arising from malware. This currently had a risk rating of 16 and was RAG rated red. A number of control measures were in place to mitigate against the threats posed by malware and these would be detailed within the Risk Register report submitted to the Group's next meeting.

RESOLVED:
That the review by the Service of the Corporate Risk Register in relation to Corporate Services be approved.

16-17/CS/014 Work Programme

The Group considered its updated work programme for 2016/17.

It was noted that a report on the investigations into utility usage at fire stations had been requested under an earlier agenda item and would be added to the work programme at most appropriate future meeting of the Group.

RESOLVED:
That the Work Programme be received.

The meeting ended at 11.03am.

(Item 4.7)

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For Publication	Bedfordshire Fire and Rescue Authority Corporate Services Policy and Challenge Group 14 September 2016 Item No. 5

REPORT AUTHOR:	ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)
SUBJECT:	CORPORATE SERVICES PROGRAMME AND PERFORMANCE 2016/17 - QUARTER ONE (APRIL TO JUNE 2016)

For further information on this Report contact:	Adrian Turner Service Performance Analyst Tel No: 01234 845022

Background Papers:

Previous Corporate Services Quarterly Programme and Performance Summary Reports

Implications (tick ✓):

LEGAL	✓		FINANCIAL	✓
HUMAN RESOURCES	✓		EQUALITY IMPACT	✓
ENVIRONMENTAL	✓		POLICY	✓
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Corporate Services Policy and Challenge Group with a report for 2016/17 Quarter 1, detailing:

1. Progress and status of the Corporate Services Programme and Projects to date.

2. A summary report of performance against Corporate Services Performance indicators and associated targets for Quarter One 2016/17 (1 April 2016 to 30 June 2016).

RECOMMENDATION:

Members acknowledge the progress made on Corporate Services Programmes and Performance and consider any issues arising.

1. Programmes and Projects 2016/17

1.1 Projects contained in this report have been reviewed and endorsed in February 2016 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.

1.2 The review of the current programme of strategic projects falling within the scope of the Corporate Services Policy and Challenge Group has confirmed that:

➢ all existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
➢ all existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing;
➢ are within the medium-term strategic assessment for Corporate Services areas; and
➢ the current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Corporate Services over the next three years.

1.3 Full account of the financial implications of the Corporate Services programme for 2016/17 to 2019/20 has been taken within the proposed 2016/17 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2016.

1.3.1 Shared Services opportunities remain under consideration.

1.4 The VDI rollout has resumed following a delay caused by a server area network problem that impacted on the build of the VDI endpoints. The rollout has been replanned and compacted, recovering five weeks of the twelve week delay. An exception report is provided at paragraph 2 below in respect to this delay. Despite this, approaching three hundred staff have now migrated to VDI with positive feedback from users which in turn is giving rise to an increasing demand for future migrations.

1.5 Changes in the Business Systems Improvement Programme are summarised as follows:

• The Land and Property Gazeteer Managed Service provided by Cambridgeshire FRS has successfully migrated to the new Address base Premium service, has been incorporated into the Replacement Mobilising sytsem with Essex FRS, and the Community Safety priority database. Address matching has been completed in the Fire Safety (non-domestic) addresses with a small number remaining that are being scheduled for site visits.

• Work continues on building requirements for Service-wide Asset Management system, with a number of work streams identified across the Service.

(Item 5.2)

- The Prevention and Protection Management System system requirements are complete and the procurement phase is expected to start in the next month.

- The Retained Availability system has gone live in its first phase.

1.7 The HR and Payroll System Project is progressing well. The contract was signed on 14 March 2016, Introductory training has taken place, and the project plan is rolling out according to schedule.

1.8 Other points of note include the following:

- The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board reviews the Programme at least twice a year with the next Programme Board review scheduled for 12 October 2016.

1.9 Appendix A, gives a summary of status to date. The status of each project is noted using the following key:

Colour Code	Status
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets.

2. Programme Summary and Exception Reports

One project is flagged Red (Significant issues. Will fall outside agreed targets):

Virtual Desktop Infrastructure

A problem in the Service's Server Area Network has impacted on the VDI project causing a delay of just under 12 weeks. The rollout plan has been reconfigured to mitigate this delay as far as possible which, combined with a reduction in build times has been reduced the delay in delivery to 7 weeks. The project is now scheduled to complete in December 2016 (was October 2016). The VDI project board continues to monitor closely the progress against plan to ensure the work remains on track to this revised delivery date and remains vigilant to opportunities to improve the timescales to delivery.

3. Performance

3.1 In line with its Terms of Reference, the Corporate Services Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.

3.2 This report presents Members with the performance summary for the quarter one 2016/17 which covers the period April 2016 to June 2016. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2016/17 planning cycle.

3.3 The status of each measure is noted using the following key:

Colour Code	Exception Report	Status
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%

4. Performance Summary and Exception Reports

All performance indicators are on target with the exception of:

4.1 **FNP5 Percentage of Uncontested Invoices Paid Within 30 days**
The target for the quarter was missed by 1% we will continue to monitor this over the next quarter.

4.2 **FNP6 Percentage of Outstanding Debt Over 90 Days Old**
The total debt outstanding at the end of June was £20,852.35, with £5,584.14 or (26.78%) being over 90 days old. Of this debt in excess of 90 days old, two are being progressed through the small claim court and the remaining six, of which three are from attending automatic fire alarms, are in dispute and being progressed.

ZOE EVANS
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

CORPORATE SERVICES PROGRAMME REPORT

Project Description	Aims	Performance Status	Comments
Shared Services	A programme to explore opportunities with partners for collaborating and sharing Services, eg through a shared structure and governance, providing enhanced customer focused services, resilience, and operating efficiency.	**No Active Work streams**	**Other Shared Services** This programme remains in place to encompass any future opportunities for shared services to be explored as they arise. No active projects. The Service remains vigilant to opportunities and these will be brought into this Programme as they take shape.
Business Systems Improvement	Optimise the use of existing business systems and replace where appropriate.	**Green**	**Gazetteer** The Land and Property Gazetteer Managed Service provided by Cambridgeshire FRS migrated to the new Addressbase Premium service. The Incident Recording System interface is integrated with a cut of the Land and Property Gazetteer data improving the quality of the addressing information. Addressbase and an associated spatial database has been provided to the replacement mobilising system working in partnership with Essex FRS. Our Management Information System has also migrated to the Land and Property Gazetteer. Address matching has completed on the fire safety records with a number requiring review for inclusion or deletion. The Exeter data comprising over 150,000 community addresses has also been matched to the addressbase data and the new toolkit and database is now being prepared for use with Community Safety. This includes additional features such as zoomable maps associated with addressbase data to support planning. The project is now in a phase that moves it to Business as Usual activities, management and benefits assessment ahead of formal closure.

(Item 5 Appendix A.5)

Project Description	Aims	Performance Status	Comments
Business Systems Improvement (cont…)		**Green**	**Asset Management** The processes for managing and controlling the Service's technical assets have been tightened and this has received a satisfactory review by the service's Auditors RSM as part of the their follow up audit. Work is continuing on the requirements for the service wide asset management system which incorporates financial management and technical management. A repository for technical equipment data to support interim management of equipment and data capture process has been completed. Demonstrations of Asset Management Systems have taken place. These include those that are already in use or being procured in other Fire and Rescue Services. The outcomes of this exploration are continuing to be developed into user requirements and technical specification. A number of work streams have been identified by the Project Board to ensure the full scope of the Asset Management System is delivered including financial management of our assets. We are engaging with Cambridgeshire and Devon and Somerset Fire and Rescue Services to re-establish any opportunities for joint working on common areas of interest in asset management including a toolkit for defect reporting subject to review with stakeholders.
		Green	**Prevention and Protection Management System** The scope of the system and requirements are now being finalised. This follows a review of applications in use across Fire and Rescue Services has been undertaken include demonstrations. The project has also engaged with users from other FRS who have implemented such a system to share their experience and learning to inform our project. The system requirements are now being produced and the roadmap for procurement has been timelined with procurement to contracts is expected by 31 March 2017. The 101C database that records community safety activity has been developed using the STEP process automation solution. This has been rolled out to the Community Safety Team ahead of a wider distribution to Stations. Further work is planned to integrate the Community Safety Assessment Tool into this solution. A Home Fire Safety Check process is

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Project Description	Aims	Performance Status	Comments
Business Systems Improvement (cont…)			also in development as part of a Community Safety toolkit, subject to review of requirements with the Head of Community Safety.
		Green	**Retained Availability Software** As part of the Retained Duty System review, the Service is replacing its retained availability software. The Gartan solution implementation has completed and the system is now live. This initial implementation is a stand-alone system to address the immediate operational need. The integrations for payroll are being assess as second stage which comprises wider integrations between systems needs. These integrations will be implemented using the service's integration technologies. This will ensure a primary data sources are shared across systems enhancing data accuracy and information flows.
		Green	**HR & Payroll System** The HR and Payroll System project remains on track progressing well in the implementation with substantive parts of the migration work completed. To date, 10 training days have been attended by various members of the HR, Payroll and Business Information teams encompassing introductory and subject specific themes. These training days are supported by supplier consultancy days to consolidate learning, and for system build. The Payroll system build is 70% complete and the HR system build is now 'live' and has been soft launched to the HR team who will dual run with the current system until transition is complete. The work on the interfaces with the Finance and existing MIS is underway with good support from these system suppliers when needed. The project board approved the purchase of one additional consultancy day for systems integration advice and guidance. This work should be completed by end September in time for the first parallel payroll run. The planned 'go live' and cut-over date has been moved from the end of October to the end of November to accommodate the high volume of work required, and the necessity to switch some of the consultancy days to accommodate staff and consultants' summer holidays.

Project Description	Aims	Performance Status	Comments
Business Process Improvement	Optimise ways of working, re-engineering and automating where possible and providing integration between business systems.	**Green**	The re-engineering of processes continues with support to smarter ways of working with or without technology. This includes support to the review of administrative practices and processes associated with new business systems.
			In support of this process review, a new technical architecture is being implemented that will take advantage of low cost open source technologies and existing Microsoft capabilities. Migration to this new architecture is being undertaken in collaboration with Devon & Somerset Fire and Rescue Service who have adopted a similar approach. This architecture provides a highly flexible toolkit that supports the Service in tactical and strategic decision making in addition to automating paper based tasks where this is appropriate. The defect reporting process will be migrated to this new architecture by November 2016.
			Community Safety (101C) process has been rolled out across the Community Safety Team. A second iteration is in development which incorporates management of amendments which is expected to be completed by the end of February.
			Pre-arranged Overtime - The final playback is planned for the Operational Delivery Team (ODT) ahead of deployment. This playback will also identify the process and system owner who will take responsibility for the management and use of the system. This process is expected to provide the template for use by Retained, Strategic Reserve, Control, those supporting Cadets, Firebreak other activities.
			Home Fire Safety Check/Safe and Well at Home process has been developed ready for first review by the process owner. Integration with our address gazetteer is planned. Wider work is underway in the Community Safety Team to agree the priorities for the risk-based Home Fire Safety Check Activities. Once approved the process will be embedded into the Community Safety Programme.
			Integrations have been completed for the new Cohort system for occupational health. The integrations required for the anticipated HR

Project Description	Aims	Performance Status	Comments
			system are being evaluated as part of the requirements checks. A Retained recruitment process has been completed by STEP central team, funded by transformation grant. This is the first development of a cloud-based process which will be available to any Fire and Rescue Service. There is interest from a number of fire and rescue services who see the opportunity to use it with integrations into their own back-end systems. A demonstration of the pilot system to our own staff is expected in the next month.
Telephony System Replacement (Unified Comms)	Replacement of existing business Telephony system, including main switchboard, to a network (VOIP) system. This will provide unified communications for voice and data, ie traffic goes down the same 'pipe'. Users will be able to access the same facilities on desk phones and computers. This excludes Control Room communications: ICCS and Mobs.	Green	The initiation of the project which will replace our existing traditional telephony with VOIP (excluding fire control system) was delayed due to interdependencies with work on the RMS and VDI. An assessment of systems and requirements for the unified communications solution is in place. Specifications and market engagement is now under way. The Training Centre is to be prioritised for the initial deployment of the solution with completion of the full Service-wide rollout expected in Q3 16/17.

Project Description	Aims	Performance Status	Comments

Project Description	Aims	Performance Status	Comments
Desktop Refresh (VDI)	All principle business systems will be packaged onto the Virtual Desktop server. Users to receive their virtual desktop from a central Server. Aim is to improve flexibility of working location, optimise data flows on the networks, increase resilience by removing local machines, reduce desk-side technical support by removing physical PCs, and provide the facility to stream good quality video. Links to the Telephony Project.	**RED**	Delivery expected December 2016 (was October 2016) – exception reported. The Virtual Desktop server and network configurations have been completed. The physical audit and analysis of applications used at wholetime stations has been completed. The core software has been built into the first VDI image. The vanguard of early adopters (Phase 0 users) have been migrated to VDI, and the Phase 1 implementation which comprises Wholetime and Retained Duty System users has completed. The remote access solution (RAS) has been successfully built and tested as is being rolled out to VDI users on request. The project was delays by just under twelve weeks following a Server Area Network problem which impacted on the VDI build. Following a review of the rollout plan and reduction in build times the project delay has been reduced from 12 weeks to 7 weeks, moving the expected completion from October 2016 to December 2016. The Project Board remains vigilant to opportunities to improve on this delivery time.
Information Security Management System	To introduce and information security management systems that meets the requirements of ISO27001 and associated Controls. This complements the Business Continuity and Risk Management project which also provided for the implementation of Protective Security.	**Completed**	As per the last Policy and Challenge Group Report, all work streams in this project were completed on 10 November 2015. The Information Security Project closure report is to be presented to the Strategic Programme Board, after which the project will move into Business as Usual migration supported by Head of Strategic Projects.

SUMMARY OF CORPORATE SERVICES PERFORMANCE 2016/17 – QUARTER ONE

Information and Communications Technology									
Measure					**2016-17 Quarter 1**				
No.	Description	Aim	Full Year Target	Five Year Average	Q1 2015 -16	Q1 Actual	Q1 Target	Performance against Target	Comments
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Higher is Better	98%	n/a	100%	100%	98%	Green	2% Better than target
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	96%	n/a	100%	100%	96%	Green	4% Better than target
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Higher is Better	90%	n/a	98%	100%	90%	Green	11% Better than target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	90%	n/a	92%	94%	90%	Green	4% Better than target
AV1	Core ICT services availability	Higher is Better	97%	n/a	100%	100%	97%	Green	3% Better than target
AV2	Business Applications Availability	Higher is Better	97%	n/a	100%	100%	97%	Green	3% Better than target

Notes:
1. The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target.

(Item 5 Appendix B.11)

Fleet & Workshops									
Measure				2016-17 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	Q1 2015 -16	Q1 Actual	Q1 Target	Performance against Target	Comments
WS1a	**Grade A Defect Response Time (within 1 hour)**	Higher is Better	90%	n/a	91%	100%	90%	Green	11% Better than Target
WS1b	**Grade A Defect Response Time (within 2 hours)**	Higher is Better	95%	n/a	95%	100%	95%	Green	5% Better than Target
WS2a	**The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)**	Lower is Better	5%	n/a	2.47%	1.97%	5%	Green	61% Better than Target
WS2b	**The percentage of time when Aerial Ladder Platforms & SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)**	Lower is Better	5%	n/a	3.12%	3.55%	5%	Green	29% Better than Target
WS2c	**The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)**	Lower is Better	3%	n/a	0.63%	0.40%	3%	Green	87% Better than Target
WS4	**The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)**	Lower is Better	2%	n/a	0.76%	1.12%	2%	Green	44% Better than Target
WS5	**The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period.**	Higher is Better	93%	n/a	98%	97%	93%	Green	5% Better than Target
WS6	**Annual Services undertaken**	Higher is Better	100%	n/a	100%	100%	100%	Green	Achieved Target

(Item 5 Appendix B.12)

				Finance					
	Measure			**2016-17 Quarter 1**					
No.	**Description**	**Aim**	**Full Year Target**	**Five Year Average**	**Q1 2015 -16**	**Q1 Actual**	**Q1 Target**	**Performance against Target**	**Comments**
FNP3	**% of Routine Financial Reports Distributed Within 6 Working Days of Period end closure**	Higher is Better	90%	99%	100%	100%	90%	Green	Achieved Target
FNP5	**Percentage of Uncontested Invoices Paid Within 30 days**	Higher is Better	97%	95%	96%	96%	97%	Amber	Missed Target by 1%
FNP6	**Percentage of Outstanding Debt Over 90 Days Old**	Lower is Better	1.5%	1.6%	0.8%	26.78%	1.5%	Red	Missed Target

(Item 5 Appendix B.13)

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For Publication

Bedfordshire Fire and Rescue Authority Corporate Services Policy and Challenge Group
14 September 2016
Item No. 6

REPORT AUTHOR: **ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**

SUBJECT: **AUDIT AND GOVERNANCE ACTION PLANS MONITORING REPORT**

For further information   Karen Daniels
on this report contact: Service Assurance Manager
Tel No: 01234 845013

Background Papers:

- Action Plans contained in Internal and External Audit Reports
- Action Plan contained in the Annual Governance Statement 2014/15
- Minutes of the Audit Committee dated 5 April 2012

Implications (tick ✓):

LEGAL			FINANCIAL		✓
HUMAN RESOURCES			EQUALITY IMPACT		
ENVIRONMENTAL			POLICY		✓
CORPORATE RISK	Known	✓	OTHER (please specify)		
	New		CORE BRIEF		

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on progress made to date against current action plans arising from internal and external audit reports and from the Fire Authority's 2014/15 Annual Governance Statement.

RECOMMENDATION:

That Members acknowledge progress made to date against the action plans and consider any issues arising.

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1.   Introduction

1.1   The Members of the Audit and Standards Committee previously endorsed that the Committee should receive monitoring reports at each of its meetings advising of progress against current action plans arising from internal and external audit reports, and the Authority's Annual Governance Statement.

1.2   In their meeting on 5 April 2012, Members of the Audit and Standards Committee agreed that progress on the action plans be reported to each meeting of the appropriate Policy and Challenge Group and action point owners report progress by exception to the Audit and Standards Committee. This is the second report to the Corporate Services Policy and Challenge Group for the year 2016/17.

2.   Monitoring Report of Actions Arising from Internal and External Audit Reports

2.1   The monitoring report of progress made to date against agreed actions arising from internal and external audit reports is attached as Appendix A.

2.2   The monitoring report covers, in order, the following:

- Outstanding actions from internal and external audit reports, including those reports received during 2016/17 and those from previous years, which have a proposal to extend the original completion date.

- Outstanding actions from internal and external audit reports, including those reports received during 2016/17 and those from previous years, which are on target to meet the original or agreed revised completion date.

- Completed actions which are subject to a subsequent or follow up audit. These will remain on the report until this follow-up audit is completed.

- Completed actions that are of a Low risk and do not require a follow-up audit. These will be removed from the report once they have been reported as completed to the Policy and Challenge Group.

- Any actions that have been superseded by new actions. (Actions are removed from the report once they have been reported as superseded to the Policy and Challenge Group.)

2.3   There are no requests to extend the original completion date.

3.   Monitoring Report of Actions Arising from the Authority's Annual Governance Statement

3.1   The monitoring report of progress made to date against actions arising from the Authority's Annual Governance Statement is attached as Appendix B.

3.2   The monitoring report covers the actions within the 2014/15 Annual
        Governance Statement (if applicable) which was formally adopted by
        Members of the Audit and Standards Committee, on behalf of the Authority, at
        their meeting on 25 June 2015, as part of the 2014/15 Statement of Accounts.

3.3   There are no requests to extend the original completion date.

4.   Priority Grades

4.1   The Service Audit Outcomes in Appendix A have a priority grading system.
        The table below explains the key to the priority grades:

RSM (formerly Baker Tilly & RSM Tenon)	High	Recommendations are prioritised to reflect RSMs assessment of risk associated with the control weaknesses.
	Medium	
	Low	

5.   Organisational Risk Implications

5.1   The actions identified within internal and external audit reports and the Annual
        Governance Statement represent important improvements to the Authority's
        current systems and arrangements. As such, they constitute important
        measures whereby the Authority's overall management of organisational risk
        can be enhanced.

5.2   In addition, ensuring effective external and internal audit arrangements and
        the publication of an Annual Governance Statement are legal requirements for
        the Authority and the processes of implementation, monitoring and reporting
        of improvement actions arising therefore constitute an important element of
        the Authority's governance arrangements.

ZOE EVANS
**ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT)**

Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2016 from earlier reports)

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
FC (15/16) 1	**RSM** (Follow up) May 16: Final Report (15/16)	Fuel Cards	Medium	**New** The authority to undertake a review of the consistency and effectiveness of fuel reserve control activities to ensure these are effective and embedded, taking advantage of appropriate technologies to reduce manual systems.	The Authority has completed a review of the consistency and effectiveness of fuel reserve control activities and confirmed that all Fire stations holding a bunkered fuel reserve are using the electronic recording system effectively. This electronic recording system reduces the manual systems previously in place and is being extended to RDS stations for fuel purchases where bunkered fuel reserves are not held. Monthly fuel returns are scrutinised by Stn/C's who confirm that fuel allocated aligns with the meter readings on station, any descrepancies that are identified are dealt with appropriately following investigation by the Stn/C. The reconciliation of monthly records provide a total figure for fuel purchase, allocation and bunkered stock held which is reported in the Transport and Asset Management plan. Work is ongoing to identify an appropriate technological solution to further reduce the manual element of fuel allocation, recording and monitoring.	**Original** Mar 17	In Progress

Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2016 from earlier reports)

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
ITSS (15/16) 1.7	**RSM** May16: Final Report (15/16)	IT Shared Service Head of Strategic Support	Low	**New** A draft IT Strategy has been created for BFRS which was found to be designed adequately and in line with best practice. However, at the time of our review, the new Strategy had not been submitted to the appropriate level of senior management for approval and issued to staff across the Service.	The ICT Strategy has been submitted through CMT and adopted.	**Original** Jun 16	Completed – No follow up required
ITSS (15/16) 1.8	**RSM** May16: Final Report (15/16)	IT Shared Service Head of Strategic Support	Low	**New** Although there is a standard form for recording the result of IT incident investigations, the end to end IT incident management and reporting procedure has not been documented.	The document process for reporting ICT incidents incorporates reporting and review	**Original** Jun 16	Completed – No follow up required
KFC (15/16) 1.4	**RSM** Apr 16: Final Report (15/16)	Key Financial Controls Head of Finance and Treasurer	Low	**New** The Service will create a procedure for the management of cost centres and will ensure that this is complied with.	The Service has created a procedure for the management of cost centres and will ensure that this is complied with	**Original** Apr 16	Completed – No follow up required
KFC (15/16) 5.1	**RSM** Apr 16: Final Report (15/16)	Key Financial Controls Head of Finance and Treasurer	Low	**New** The Service will reiterate to departments the importance of sending the Sales Order Request forms in a timely manner.	The Service has reiterated to departments the importance of sending Sales Order Request forms in a timely manner	**Original** May 16	Completed – No follow up required

(Item 6 Appendix A.5)

Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2016 from earlier reports)

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
KFC (15/16) 5.2	**RSM** Apr 16: Final Report (15/16)	Key Financial Controls Head of Finance and Treasurer	Low	**New** The Service will update the aged debt report on a regular basis to ensure that chasing of debts is evidenced.	The Service has commenced updating the aged debt report on a regular bases to ensure that chasing of debts is evidenced	**Original** Apr 16	Completed – No follow up required
GOV (15/16) 1.1	**RSM** Feb 16: Final Report (15/16)	Governance Head of Strategic Support	Low	The TOR's should be updated to include the reporting lines of each Committee/Group.	Terms of References are reviewed by the relevant Committee /Groups annually following the AGM in June. At the June 2016 meetings it was recommended to each that the TORs of reference include reporting lines of each Committee /Group. It was agreed the TORs be updated and approved by the FRA in July 2016. The TORs have now been updated.	**Original** July 16	Completed – No follow up required

Monitoring Report of Actions Arising from 2014/15 Annual Governance Statement   (incorporating any actions outstanding from the 2013/14 Annual Governance Statement)

No	Issue	Source	Planned Action	Progress to date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
1	Medium Term Budget/CRMP	Assurance Statements	Following the general election in May 2015, it is hoped that a multi-year settlement will be provided during 2015/16 for 2016/17 onwards. This will assist in the setting of medium term savings and efficiencies based on the revised forecast budget gap.	2016/17 Budget and Medium Term Plan set in February 2016 9th May 2016 update - The Authority is yet to receive the four year settlement information advising how to sign up to the four year funding offer.	2016/17 Budget and Medium Term Plan set in February 2016	Completed

(Item 6 Appendix B.7)

Monitoring Report of Actions Arising from 2014/15 Annual Governance Statement   (incorporating any actions outstanding from the 2013/14 Annual Governance Statement)

No	Issue	Source	Planned Action	Progress to date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
2	Review of Authority Effectiveness	All actions from the 2014/15 Review of Authority Effectiveness Action Plan to be completed during 2015/16 and formally reviewed by Members as part of the following year's process	All actions from the 2014/15 Review of Authority Effectiveness Action Plan to be completed during 2015/16 and formally reviewed by Members as part of the following year's process.	A Form of Review of the FRA's Effectiveness Questionnaire was agreed and completed by Members at a facilitated meeting on 28 January 2015. On 12 March 2015, the Audit and Standards Committee considered the outcome of the Review, including any identified areas for improvement, and agreed performance objectives for the coming year.\n\nThe 2014/15 Review of the FRA's Effectiveness and Action Plan for 2015/16 was agreed by the FRA on 31 March 2015 for inclusion in the FRA's Annual Governance Statement, which was agreed to be part of the 2014/15 Statement of Accounts.\n\nA Paper, including recommendations, for the 2015/16 Review of Effectiveness, was submitted to the Audit and Standards Committee on 24 September 2015. At the meeting it was agreed a Form of Review Questionnaire be completed by Members for discussion at a facilitated annual review meeting of the Fire Authority 27 January 2016. Following this meeting a report was presented to the Audit and Standards Committee on 17 March to consider and recommend an action plan which was endorsed by the FRA on 19 April 2016 for 2016/17 for incorporation into the Annual Governance Statement	**Original** Mar 16	Completed

(Item 6 Appendix B.8)

Monitoring Report of Actions Arising from 2014/15 Annual Governance Statement   (incorporating any actions outstanding from the 2013/14 Annual Governance Statement)

No	Issue	Source	Planned Action	Progress to date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
3	Information Security	2012/13 & 2013/14 AGS & Assurance Statements	This is a Corporate Project to ensure that the Authority's information is secure and the policy is in line with ISO Standard 27001	The Authority's Information Security project has now been fully implemented across the Service and policy arrangements align with ISO 27001. The project introduced a bespoke software solution bringing together Information Security, Business Continuity including Protective Security and Risk Management. This holistic and joined up approach provided for an integrated solution in managing critical information and information assets in a structured framework which are supported by new policies and procedures. The Information Security Project will be signed off by the next Programme Board scheduled for 11th March 2016.	**Original** Mar 15 **Agreed Revised Date(s)** 30 Nov 15	Completed

(Item 6 Appendix B.9)

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For Publication

Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge
14 September 2016
Item No. 7

REPORT AUTHORS: **HEAD OF FINANCE/TREASURER**

SUBJECT: **REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2016/17 AS AT 31 JULY 2016**

For further information
on this Report contact:

Gavin Chambers
Head of Finance/Treasurer
Tel No: 01234 845016

Background Papers: The 2016/17 Budget Book

Implications (tick ✓):

LEGAL			FINANCIAL	✓
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known		OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To inform the Corporate Services Policy and Challenge Group of the forecast year end budget monitoring position as at 31 July 2016.

RECOMMENDATION:

That the Corporate Services Policy and Challenge Group consider the forecast outturn for the revenue budget and the Capital Programme.

1.   Introduction

1.1   On 11 February 2016, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2016/17 of £28.985m and a Capital Programme of £1.274m.

2.   <u>Revenue Budget Monitoring</u>

2.1   A full analysis of the Revenue Budget efficiency savings for 2016/17 to 2018/19 can be found in Appendix 1. This Appendix will form part of the Government return, in order to receive the four year Government funding offer.

2.2   The funding of the 2016/17 Revenue Budget is by way of Government Funding £8.331m, local Business Rates redistribution £2.197m and Council Tax of £18.205m. There is also funding from a Collection Fund surplus of £0.252m.

2.3   **Forecasting Outturn:**

2.3.1   Table 1 below has been populated during the year in line with the spread sheet returns that Corporate Management Team (CMT) members submit to the Finance Team and also through the meetings that Finance Officers have with CMT members. The forecast outturn positions will be as accurate as the information received from each CMT member.

2.3.2   Table 1 below details the current budget excluding salary budgets, for each CMT service area. The forecast year end outturn is shown in column four, with the variance and RAG (red, amber, green) status shown in columns five and six.

2.3.3   **Table 1: 2016/17 Revenue Budget Forecast Outturn (Excluding Salary Budgets)**

Title	Current Budget £'000	Actual Spend as at 31/07/16 £'000	Fcast yr end outturn £'000	Variance £'000	RAG status (see note below**)
Strategic Management	115	12	115	0	Green
Head of Operations	819	216	802	(17)	Green
Head of Operational Support	837	153	841	4	Green
Head of Community Safety	184	44	224	40	Green
Head of Human Resources	272	38	278	6	Green
Head of Strategic Support	1,318	131	1,318	0	Green
Head of Safety and Special Projects	5	1	5	0	Green
Head of Training and Development	547	83	589	42	Green
Head of Finance and Treasurer	4,486	515	4,438	(48)	Green
Total	**8,583**	**1,193**	**8,610**	**27**	

        (Item 7.2)

**RAG Status: Red would identify where there is a large overspend equal to or greater than £100,000 and/or a key service aspect was not being delivered. Amber would identify where there is a possibility of an overspend and/or a key service aspect may not be delivered. It may be that there are action plans in place to address an issue, where until they are successful it is flagged as Amber. Green identifies where service delivery is being performed and as above, where there are underspends. Underspends are not necessarily always green, if for example, there was a key service aspect not being delivered causing the underspend, it would be shown as Red.

2.3.4   The main areas of over/underspends identified in Table 1 are noted below:

There are currently no predicted over or under spends within any of the CMT service areas with a net area position of over/under £50,000.

The overspend of £40,000 reported above for the Head of Community Safety relates to the saving/efficiency item number 12 in Appendix 1 that will not be achieved. All other savings/efficiencies planned have a green status.

With regard to the above scheme and its current status, the Authority plays an intrinsic part in the Rogue Landlord scheme in partnership with Luton Borough Council (LBC). A Fire Safety Officer was attached full time to the project. In agreement with LBC, during the initial project period, BFRS received £40,000 to cover the associated costs for the officer carrying out this role.

We have now entered into the second year (June 2016 – June 2017) of the scheme, and although BFRS remain committed to supporting the project the remuneration from LBC had not been included within their own budget forecasting for 2016/17. The saving/efficiency will therefore not be met as the planned post's funding will be met by the Authority and not grant from LBC. The Authority will review its support to the scheme in future years.

2.3.5   With the salary budgets being such a large proportion of the overall budget, the split from the budgets above is justified.

Table 2: 2016/17 Salary Budget Forecast Outturn

Title	Current Budget £'000	Actual Spend as at 31/07/16 £'000	Forecast year end outturn £'000	Variance £'000
Whole-time	13,375	4,123	13,285	(90)
Control	909	338	901	(8)
Retained	1,980	512	1,964	(16)
Non Uniform/Agency	4,928	1,681	4,928	0
Total	**21,192**	**6,654**	**21,078**	**(114)**

2.3.6 The main areas of over/underspends as identified in Table 2 above are as follows:

The Firefighters pay award was budgeted at 2%. This has now been agreed at 1%, therefore, the above underspend of £114,000 apportioned across Wholetime, Control and Retained is as a result of this lower than budgeted pay award. This will have a positive knock on impact in the Medium Term Revenue Programme (MTRP) too.

2.4 **Total Forecast Outturn, Salary and Non Salary:**

The total forecast variance at year end including both the non-salary figure in Table 1 above and for pay and on costs, including agency staff shown in Table 2, is currently expected to be a £87,000 underspend.

3. Capital Programme Monitoring

3.1 Table 3 below is a summary of the Authority's 2016/17 Capital Programme. The Red, Amber, Green (RAG) status indicates how well the schemes are progressing (Green being on target for year-end completion within budget; Amber indicating possible slippage or overspend; and Red indicating actual slippage/overspend or deletion of the scheme).

Table 3: The 2016/17 Capital Programme

Scheme	Budget 2016/17	Forecast Outturn	Variance	Slippage	RAG status
	£'000	£'000	£'000	£'000	
Review of mobile working & mobile assets incl implementation of mobile devices management software and hardware replacement	175	175	0	0	Green
Capital Works (Service wide)	80	80	0	0	Green
Thermal Imaging Cameras	60	60	0	0	Green
Fitness Equipment	8	8	0	0	Green
Control Kitchen Upgrade	5	5	0	0	Green
Web Design Project	55	55	0	0	Green
Vehicles	856	856	0	0	Green
Extend & Redesign the BA Technician & Technical Technician workshop	35	35	0	0	Amber
Total	**1,274**	**1,274**	**0**	**0**	

(Item 7.4)

3.2 It should be noted that the Vehicles, ICT and HR System Projects and Property Capital Works Programmes need to be treated with fluidity as the costs and expected completion dates can vary considerably and span across financial years. However, in accordance with the financial regulations, any significant changes of expenditure over 10% of an approved capital scheme need to be reported back to the FRA.

3.3 **Capital Programme – Withdrawals, Additions or Variations:**

3.3.1 None to report this month.

3.3.2 A scaled down upgrade is currently being considered for the BA Technician and Technical Technician workshop.

3.4 **Slippages:**

There is no Capital slippage to report at this stage with regard to the 2016/17 Capital programme.

GAVIN CHAMBERS
HEAD OF FINANCE/TREASURER

Transformational Savings and Efficiencies 2016/17 to 2018/19

Ref	Savings/Efficiencies	£'000s 2016/17	£'000s 2017/18	£'000s 2018/19
1	Continued roll out/removal of 24 Wholetime station-based posts through revision to Wholetime Shift Duty System.	263	157	
2	Service Control/Operational Support Establishment		34	
3	Reduction of One Area Commander post and a Service Operational Commander (SOC) allowance.	3	78	35
4	Hydrant - contributions (estimated) from developers, therefore reduction in revenue budget	10	20	20
5	Non-operational structure review		35	
6	Improved Retained Duty System crewing availability (savings associated with DCLG Transformation bid)	127		
7	Flexi Duty Officer rota review	37		
8	Admin Review (early indication)		50	
9	Anticipated initial savings from Insurance pooling		10	
10	Watch Manager Technical - Change post from Grey Book to Green Book		18	
11	Disclosure Barring Service checks - reduction to specific groups		5	
12	Protection - Risk Based Inspection Programme.(loss of Fire Safety Inspecting Officer post/funding by LA)	40		
13	Potential for sharing Fire Investigation Service with Herts/Cambs FRS			7
		480	407	62

For Publication   **Bedfordshire Fire and Rescue Authority**
                                       Corporate Services Policy and Challenge
                                       14 September 2016
                                       Item No. 8

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REPORT AUTHOR: **HEAD OF FINANCE/TREASURER**

SUBJECT: **2017/18 REVENUE BUDGET AND CAPITAL**
                          PROGRAMME

_____

For further information   Gavin Chambers
on this Report contact: Head of Finance/Treasurer
                               Tel No: 01234 845016

_____

Background Papers: 2016/17 FRA Budget Papers

_____

Implications (tick ✓):

LEGAL		FINANCIAL	✓
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New	CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

_____

PURPOSE

To present the current planning arrangements for the 2017/18 Revenue Budget and
Capital Programme and agree the timetable accordingly.

RECOMMENDATION:

That the report and timescales within be reviewed, considered and agreed.

_____

1.   <u>Introduction</u>

1.1   On 19 February 2016, the Fire and Rescue Authority (FRA) approved a
      Revenue Budget Requirement for 2016/17 of £28.916m and a Capital
      Programme of £1.274m.

1.2   This report introduces the process for 2017/18.

2.   The 2017/18 Revenue Budget and Capital Programme

2.1   **Funding Updates:**

2.1.1   **Revenue** – As approved by the FRA on 21 July 2016, the Authority will be accepting the four year Government Grant funding offer, giving us some certainty of the funding that we will receive between now and 2019/20. In order to be eligible for this the Authority will need to provide via our website information on our cashable and non-cashable savings and efficiencies. These will also be monitored and reported to the Fire and Rescue Authority (FRA). Although the Authority has a good indication of the funding the reductions are still large, the Revenue Support Grant (RSG) is forecast to reduce from £4.770m in 2016/17 to £2.470m in 2019/20. The medium-term budget gap, which is in excess of £1m, therefore needs closing with new savings and efficiencies yet to be identified. In the medium-term, there is also the uncertainty of either being funded by local business rates and no RSG or possibly moving to a funding model like the Police funded by direct grant with no business rates support. We await the outcome of the current consultation on business rates reform.

2.1.2   **Capital** – There was not any capital funding or bidding round launched for the 2016/17 financial year and it is anticipated that this will be the same position for 2017/18 too.

2.2   **2016/17 Corporate Management Team (CMT) Post Budget Review:**

2.2.1   A post 2016/17 budget process review meeting was held by CMT.

2.2.2   The outcome of this meeting was:

i.   In the main, to continue with the process adopted for 2016/17.

ii.   Continue to work on existing and new savings and efficiencies that will take place during the 2016/17 financial year and the 2017/18 to 2020/21 years.

2.3   **Timescales:**

2.3.1   For 2017/18, there will be a draft budget set by the FRA on 15 December 2016 for consultation. The budgets and council tax will finally be set by the FRA, post consultation on 9 February 2017. The Authority will need to consult with the community and businesses. This will again be linked in with the Community Risk Management Plan (CRMP).

2.3.2   The proposed timetable for the 2017/18 budget process is attached at Appendix 1. The actions required to date have been met.

2.4 **Proposals:**

2.4.1 The proposals below are included for discussion and are currently anticipated being part of the 2017/18 revenue and capital budget setting process:

- *Roll Forward* – As agreed for the 2016/17 process last year, it is again proposed to roll forward the 2016/17 budget and scrutinise the appropriateness of the 2017/18 budgets during the officer scrutiny process.

- *Scrutiny* – As identified above, the scrutiny process will continue for 2017/18, reviewing the draft 2017/18 budgets, compared to 2016/17 actuals/forecast year end position and 2015/16 actuals.

- *Savings/Efficiencies* – The savings/efficiency work that CMT carried out for the 2016/17 budget cycle will need to be revisited to ensure initiatives previously proposed in future years are still appropriate and deliverable. There will again not be a fixed percentage to apply across the board to non-salary budgets. However, the scrutiny panels will of course be looking for efficiencies on top of those worked up during the 2016/17 budget process. The 2016/17 planned savings/efficiencies will be monitored via CMT in year and FRA budget monitoring reports.

- *Budget Forms* – New bid forms were created for the 2016/17 budget process that combined revenue and capital bids and also incorporate project management aspects. These will be again used for the 2017/18 budget process.

- *Planning Assumptions* - A summary list of planning assumptions will be presented to Members during the budget process both for information purposes but also to input and agree on.

- **Capital** – The Capital Programme for 2017/18 onwards needs to be focussed on more than the forthcoming year. The returns to Government ask for our three year indicative capital expenditure figures and currently our programme, with the exception of vehicles, has in the past focused predominantly on the next year in question.

3. <u>Summary</u>

3.1.1 This report introduces the 2017/18 budget timetable and process to Members. Members will be kept informed of progress.

PAUL FULLER CBE QFSM   **GAVIN CHAMBERS**
CHIEF FIRE OFFICER   **HEAD OF FINANCE/TREASURER**

2017/18 BUDGET TIMETABLE

GROUP	AREA OF REVIEW	DATE
Corporate Management Team (CMT)	Budget memo sent out, including cost centre sheets and Budget Bid form.	w/c 15 August 2016
CMT	Budget information back to Finance, budget sheets and budget bid requests.	2 September 2016
CMT	Initial budget report/verbal update.	12 September 2016
CMT	*Scrutiny panels* *(HFT and Principal Officers)*	*From 13 September to 7 October 2016*
Corporate Services Policy & Challenge Group (P&CG)	Initial budget report.	14 September 2016
Capital Strategy Team	Review remaining Capital bids, post scrutiny.	7 October 2016
CMT Budget Meeting (excl POs)	Discuss current budget position/efficiencies.	14 October 2016
CMT Budget Meeting (excl POs)	Discuss current budget position/efficiencies.	26 October 2016
CMT Budget Meeting (excl POs)	Budget meeting.	3 November 2016
CMT & POs	CMT and POs to review draft budget and CRMP prior to 1st Members budget workshop.	14 November 2016
FRA	1st Members budget workshop – draft budget and draft CRMP.	22 November 2016
CMT	Draft budget if required, prior to sending out FRA papers.	Late November 2016
FRA	Draft budget set and CRMP for consultation.	15 December 2016
Public Consultation on draft budget and CRMP	*From 11 December 2015 to 31 January 2016. Consultation may commence before this date.*	*15 December 2016 to 31 January 2017*
CMT	Update to CMT as required.	9 January 2017
FRA	2nd Members budget workshop – post main consultation period. Draft CRMP post consultation.	17 January 2017
FRA	2017/18 Budget and Council Tax Precept set. CRMP – with consultation outcomes incorporated.	9 February 2017

For Publication	Bedfordshire Fire and Rescue Authority Corporate Services Policy and Challenge Group 14 September 2016 Item No. 9

REPORT AUTHOR: **HEAD OF FINANCE/TREASURER**

SUBJECT: **COMMUNITY FACILITIES CHARGES AT STATIONS**

For further information on this Report contact:	Gavin Chambers Head of Finance/Treasurer

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Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	✓
HUMAN RESOURCES			EQUALITY IMPACT	✓
ENVIRONMENTAL			POLICY	✓
CORPORATE RISK	Known		OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE

To inform the Corporate Services Policy and Challenge Group of the Authority's current position on charging for the use of Authority premises and agree the approach going forward.

RECOMMENDATIONS:

That the CSP&CG consider the report and if deemed appropriate:

- Recommend to the FRA the charges for meeting rooms detailed in Table 1.
- Recommend to the FRA that discretion is permitted on charging to Senior Service Officers.

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1. **Introduction**

1.1   For a number of years, the Authority has charged for the use of its premises by external groups/organisations. This has predominantly been at Dunstable Community Fire Station, where the reception desk and suitable meeting rooms make this an ideal location to enable the station to be utilised for community and/or corporate use. The charges had not been reviewed for a

number of years and in doing so recently, this generated FRA interest and a report was requested on the current charges and rationale.

1.2 This report does not cover the charges that are levied for full time use and access of stations with current partners such as the Ambulance Service, Police and St Johns Ambulance.

1.3 This report has been prepared following FRA Members requesting an update on the community use of premises charges.

2. **Charges for Station Use and rationale**

2.1 The charges for the external use of the Authority's facilities should be consistent between stations. The aim is to avoid a complicated charging policy. It is proposed that the charges should also be comparable to the rates levied by local authorities with a key factor being cost recovery. Each room hire will generate a requirement for cleaning, the use of light, heat/air conditioning, toilet facilities, refreshments and administration, both in booking the rooms, meeting/greeting, sending invoices and also general wear and tear.

2.1.1 Current/proposed charges and are shown in Table 1 below. These figures cover the stations that are more likely to be requested for community/corporate meeting and are therefore Dunstable, Luton and Ampthill, however the same rates would apply at other stations.

Table 1: Proposed BFRS room hire charges

Station	Standing Charge for each hire £	Plus hourly fee (part hour charged as one) £	Use of kitchen	Tea and coffee can be provided	Refreshments when available
Dunstable Small meeting Room	15	9	N	Y	85 pence per head for tea, coffee and biscuits.
Large meeting Room	20	9	N	Y	85 pence per head for tea, coffee and biscuits.
Lecture Theatre	40	9	N	Y	85 pence per head for tea, coffee and biscuits.
Luton	15	9	N	Y	85 pence per head for tea, coffee and biscuits.
Ampthill	15	9	Y	N	85 pence per head for tea, coffee and biscuits.

Varying charges between businesses/profit making organisations and charities/non profit making organisations need to be taken into account. It is proposed that for local groups and charities, the first hour is not charged. For the charges of corporate entities/businesses, to more align with market rates, it is proposed that an additional 50% is applied to the standard charity/community group local rate. It is predominantly local authorities and local groups that utilise the Authority's premises.

Members may wish to consider if a one off local community meeting, such as a Neighbourhood Watch meeting or a mother and baby group could have this use for free (paying for refreshments if applicable). If these develop after the first meeting and continue to meet, the reduced price could be charged as noted above, with the first hour free. The discretion to apply the free use of the meeting rooms should be with Senior Service Officers at Borough Commander level or if not available, CMT level.

To avoid different charges and to make the charges more transparent, part hours will be charged as one hour. This is the approach that the local council community centres take too.

Table 2 below provides a useful comparison to local community centres in Bedfordshire. The rates below are comparable to the proposed rates in Table 1 above. There is often a minimum booking time of two hours and payment for one off bookings is required in advance. The rates are generally similar for meetings in weekday evenings, although weekends do have additional charges at some community centres. Deposits are generally required too.

Table 2 - Hire Charges Comparison for Community Centres in Bedford Borough

	Mon-Fri 8-6	4 hour charge to enable comparison
BFRS – Charity rate - **Corporate rate**	See rates above in table 1	£42 £84
Church Lane – upper hall, (kitchen additional £2)	£10 p/h	£40 – currently closed due to refurbishment, new prices due
Biddenham – residents rates - **Non residents**	£15 p/h £30 p/h	£60 £120
Faraday – Charity rate - Corporate rate	£10 p/h £20.50 p/h	£40 £82
Queens Park – Charity -Other users	£12 p/h £15 p/h	£48 £60
Scott Hall (kitchen +£5) – Regular - **Corporate rate**	£11 p/h £16 p/h	£44 £64

Appendix 1 enables the above rates to be compared to other organisations that have rooms available for hire. Some of these are used by local authorities within Bedfordshire. As can be seen from the appendix, the rates proposed for the Authority are lower than these comparisons.

2.1.2 A different approach will need to be taken where for example at Ampthill, a request to utilise the community area of the station could require a Retained Officer to open and close the building and be on duty specifically for this purpose. These should ideally be avoided as they will incur retained officer salary payments, but the meeting date/time if flexible could link in with officers being on site to complete planned administration work or operational training. The same charges would therefore apply if addition expenditure was not incurred.

2.1.3 There will be a policy and procedure on the use of Community Fire Stations produced. These will be then used by stations and will amongst other areas, cover which groups cannot use the stations facilities as well as rules to adhere to for groups/organisations using the facilities such as no pets (with the exception of guide dogs), no alcohol, no equipment using fire/heat etc.

2.2 **Options**

2.2.1 Continue with the proposed charges above for standard fees to organisations such as local authorities, an increased fee for corporate/business use and a reduced fee for charities/local groups.

2.2.2 To amend the above fees as deemed appropriate.

2.2.3 To consider charges for various groups/users.

2.2.4 To consider the one off free meetings and discretion to be exercised by Service Senior Officers.

2.3 **Timescales:**

2.3.1 Following CSP&CG review and recommendations to the FRA, the fees and charging rationale will be implemented with immediate effect.

3. **Implications**

3.1 **Financial**

3.1.1 For groups/businesses to use our facilities an appropriate comparable charge should be levied. This is to ensure that there is at least cost recovery and that their use of the facility is not being subsidised by taxpayers.

3.1.2 VAT implications are being further considered. The current position is that the rates above are exclusive of VAT. Should it be deemed that VAT needs to included, the rates proposed will be reduced, so that the rate is equivalent including VAT so as not to be detrimental to the local groups that cannot reclaim VAT. This will also ensure that the comparability with community centres above is not invalidated. The rates will therefore apply with our without VAT, which is yet to be confirmed. This is impacted by having opted to tax on the properties, this is currently being reviewed.

3.2 Legal

3.2.1 There are no legal implications

3.3 **Equality, Human Resources, Environmental, Policy, Other:**

3.3.1 The charges levied will impact users who have to date been paying no charge or a lower charge. It is proposed, subject to discussion of this paper, that the charges proposed above are fair and reasonable.

3.3.2 A policy and procedure based on the above is in train.

PAUL FULLER   **GAVIN CHAMBERS**
CHIEF FIRE OFFICER   **HEAD OF FINANCE/TREASURER**

Comparison of proposed charges

(In this example, exclusive of VAT for comparisons purposes, charged where applicable)

Organisation	Small Room 4hr	Small Room 8hr	Large Room 4hr	Large Room 8hr	Lecture Theatre/Style 4hr	Lecture Theatre/Style 8hr	Refreshments (when avail)
BFRS Charity/local voluntary group (first hour no charge)	£35.00	£65.00	£39.17	£69.17	£55.83	£85.83	£0.85 per person for tea, coffee and biscuits
Standard charge	£42.50	£72.50	£46.67	£76.67	£63.33	£93.33	
Corporate 50% above standard rate	£63.75	£108.75	£70.00	£115.00	£95.00	£140.00	
Luton Town Hall – committee room (excl staff costs)	n/a	n/a	n./a	n/a	£81.00	£250.00	£250 is up to 12 hours. Fees exclude staff costs. Can accommodate 10 to 50 people
Kempston area – office/meeting room facilities	£100.00	£180.00	£130.00	£245.00	£200.00	£350.00	£1.75 per person for tea, coffee and biscuits
Hotel with office/meeting room facilities Kempston, Bedford	£150.00	£210.00	£150.00	£210.00	n/a	n/a	Water, mints and biscuits included. Additional cost for unlimited teas and coffees 4hr £3.00 per person/8hrs £6.00 per person
Leighton Buzzard Library Theatre Commercial	£84.00	£168.00	£108.00	£216.00	£168.00	£336.00	
Community	£54.00	£108.00	£76.00	£152.00	£128.00	£256.00	
Charity providing office/ meeting facilities in Luton	£96.00	£156.00	£132.00	£210.00	£164.00	£260.00	£1.60 per person for tea, coffee and biscuits

(Item 9 Appendix 1.6)

For Publication   **Bedfordshire Fire and Rescue Authority Corporate Services Policy and Challenge Group**
14 September 2016
Item No. 10

REPORT AUTHOR(S):   **HEAD OF STRATEGIC SUPPORT**

SUBJECT: **ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT**

For further information   Alison Ashwood
on this Report contact: Head of Strategic Support
                               Tel No: 01234 845015

Background Papers: ICT Shared Service Agreement 31 October 2013
                          Review of the Operation of ICT Shared Service Agreement
                          16 September 2015

Implications (tick ✓):

LEGAL	✓	FINANCIAL	
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New	CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE

To report the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 01 April 2015 to 31 March 2016, undertaken by the Head of Strategic Support BFRS, Head of ICT CFRS and ICT Shared Service Manager.

RECOMMENDATION

That Members consider the outcomes of the second annual review of the operation of the ICT Shared Service Agreement and note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus.

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1. Formation of the ICT Shared Service

1.1 In April 2010, the ICT Service Manager presented to the senior management teams of our Service and Cambridgeshire Fire and Rescue Service, an outline business case which considered a number of options for delivering ICT services ranging from maintaining the status quo, through various degrees of collaboration, to full outsourcing of the ICT functions.

Consideration of these options identified a clear case for moving forward with a shared ICT arrangement through the following broadly sequential stages:

- Continuation of the shared ICT Service Manager post;
- Rationalisation, modernisation and harmonisation of the ICT network infrastructures across the two Services;
- Creation of a shared ICT Support Team; and
- Review of effectiveness of shared team arrangements with a view to further consideration of full outsourcing of the function, potentially through establishment of a separate, jointly owned service vehicle.

1.2 Formal project plans and documentation were drawn up and a joint Shared ICT Services Project Board was established to guide the work, consisting of the Assistant Chief Fire Officer from BFRS (now the Assistant Chief Officer), the Director of Resources from CFRS, the respective Heads of ICT from each Service plus officers providing legal, financial and HR support from the respective Services.

1.3 The Shared ICT Services Project Board oversaw the rationalisation, modernisation and harmonisation of the ICT network infrastructures, the creation of a shared ICT Team structure, and the drafting of the ICT Shared Service Agreement which sets out the ICT Shared Service Governance arrangements.

1.4 On 22 October 2013 Bedfordshire Fire and Rescue Authority authorised the completion of an ICT Shared Service Agreement for a term of five years. This agreement was made on 31 October 2013, establishing the ICT Shared Service Governance Board.

1.5 The ICT Shared Service then entered a transition phase for the formation of a joint team and recruitment to new roles which completed on 31 March 2014.

2. ICT Shared Service Agreement and Review

2.1 The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.

2.2 The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions

and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix A.

2.3   Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Fire and Rescue Authority accordingly.

2.4   The ICT Shared Service Governance Board established the first of such reviews covering the period 31 March 2014 to 1 April 2015 which followed the ICT Shared Service from its transition phase under the governance of the Board and through its first year of operation.

2.5   This second review considers the second year of the ICT Shared Service operations from 1 April 2015 to 31 March 2016.

2.6   The review covers the following areas as set down in Schedule 4 of the Agreement:

- The quality of the Shared Service;
- The effectiveness of budgetary and financial management arrangements;
- The effectiveness of systems, processes and procedures;
- Development in legislation and policy guidance;
- Planning for the development of the Shared Services.

3.   **Progress of Actions Arising**

The first report of the Annual Review of the Operation of the ICT Shared Service Agreement covering the period 31 March 2014 to 1 April 2015 gave rise to a number of actions which have progressed. These were:

a. The Fire and Rescue Authority, in their meeting of 4 June 2015, resolved that the Corporate Services Policy and Challenge group is to undertake further investigation into the benefits of other models to provide a shared ICT Shared Service, and the rationale for any change to the current model, with a view to making a referral back to the full Authority. This work is continuing as the ICT Shared Service evolves and matures and will be further reported as and when benefits are identified and conclusions drawn.

b. The delivery and agreement of a combined project plan and five year strategy for each organisation has been implemented and informs the future structure and resource requirements: the resourcing model and structure with associated benchmarking is being evaluated.

c. The ICT Shared Service Board has continued its support for the Project Management role to ensure project work is appropriately planned, scheduled and capacity shortfalls identified early on and addressed appropriately.

Item 10.3

d. The ICT Shared Service satisfaction survey was completed on 4 September 2015 and reported to the Corporate Services Policy and Challenge Group on 26 November 2016, (see Section 6). A further survey is planned for 2016/17.

e.

4. Summary of the Review of Operations 1 April 2015 to 31 March 2016

4.1 **The quality of the ICT Shared Service and progress towards its aims.**

The quality of the ICT Shared Service was reviewed including the extent to which the aims and outcomes of the ICT Shared Service had been met and the effectiveness of the shared services.

The review considered the progress of the ICT Shared Service towards its business aims of improved customer focus, resilience, flexibility, service hours and quality of service and is satisfied that good progress continues in achieving these aims.

The review evidenced improvements arising from:
- the resilient infrastructure being implemented by the ICT Shared Service
- improved, formalised working practices and controls;
- extended service hours
- a re-established of the ICT Service as the single point of contact for users, with a change in working practices aligning prioritisation of calls and service levels to those set out in the ICT Service Catalogue.

The pooling of resources and expansion of skills has increased the flexibility of the ICT service enabling better direction of available resources. The introduction of dedicated server and network support teams has increased the skills available in key infrastructure areas. These teams provide formal 24x7 x 365 cover ensuring any issues impacting on Critical systems are addressed as they happen. The ICT Shared Service also provides higher levels of resilience in infrastructure. These improvements are reflected in the performance against the indicator targets.

Incident response times continue to build on the significant increase in performance since the inception of the ICT Shared Service. 94% of ICT incidents were responded to in the times set out in the Service Level Agreement, an improvement of 29 percentage points compared with just 65% at the start 2014/15 financial year. Fix times have followed suit with 91% of incidents fixed within the target an improvement of 36 percentage points over 2014/15 start performance of 55%.

Early detection of reductions in infrastructure performance has allowed users to continue to work uninterrupted whilst faults were investigated and dealt with. One fault impacted on the ICT VDI project rollout where the need for stability in the systems whilst investigation was under way was necessary.

However, the project was able to recover over 50% of lost time due to the flexibility and resilience provided by the ICT Shared Services.

The successes thus far in the improvement in ICT infrastructure and services is increasing demand for technology across both Services to support front line services. The Board agreed to continue the role of the ICT Project Manager to ensure project work is appropriately planned, scheduled and capacity shortfalls identified early on and addressed appropriately.
Both partner Services have significant programmes of progression in the use of technology, improved forecasting and planning has highlighted continuing challenges in capacity. The resourcing model and structure with associated benchmarking remains under review by the ICT Shared Service Board and each Service's management teams.

4.2 **The effectiveness of budgetary and financial management arrangements.**

The review included the effectiveness of arrangements to ensure appropriate monitoring of budgets and financial management of the ICT Shared Service.

The asset inventory and joint contracts data are maintained. A framework for accounting for time and costs is in place and end of year procedures for cross charging are now routinely undertaken and reviewed by the ICT Shared Service Board.

Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts.

The in year budget monitoring and the process of planning and budget setting for the forthcoming year have been shared and agreed.

Opportunities for joint procurement continue to deliver benefits including price advantages through economies of scale most recently in the Virtual Desktop Infrastructure (VDI) project. Procurement is undertaken by BFRS and CFRS procurement teams through their respective controls and systems. Agreements are in place through these teams for one Service to lead and contract on behalf of the other where this is appropriate and beneficial. This arrangement has been used for contracting resilience connections between each service, infrastructure maintenance, and printer contract arrangements.

4.3 **The effectiveness of systems, processes and procedures.**

The review of the effectiveness of systems, processes and procedures confirms the work that has been conducted to align practices within the combined ICT Team. This has introduced practices and controls aligned to ITIL and ISO27001.

Challenges continue in fully embedding effective customer focused working practices through the ICT Service Desk and Support Teams. Although some

progress has been achieved there remains much to do to establish the new ways of working that give greater direction by the Service Desk to the allocation of work to support technicians. This area of organisational change is a key focus for improvement in the next 12 months.

Respective HR, Finance and Procurement Teams continue to strive to align policies and practices as far as is practicable to mitigate some administrative burdens typical of working with two organisations.

The ICT Shared Service Board has oversight of ICT projects ensuring opportunities for joint working are identified. This has ensured that the benefits of lessons learned are gained across sequential implementations improving both quality of implementation and effectiveness of projects. This was evidenced in the previous review through the implementation of the multifunction printing devices across both services, the Microsoft Exchange upgrade and resilient network implementation. In this review the shared Virtual Desktop Infrastructure project has provided further evidence of the advantages of shared learning. BFRS have benefited from reduced procurement time and cost, reduced build and testing times, well planned roll out programme taking lessons learned from the CFRS rollout.

4.4 **Development in legislation and policy guidance.**

The Heads of ICT work with the ICT Shared Service Manager to identify and address developments in legislation and align policy to guidance. This includes protective marking schemes, data protection arrangements, freedom of information, electronic waste disposal. The supporting business functions from both organisations have provided policy guidance in respect to Financial, HR and Procurement regulations and changes in legislation.

Of note is the work continuing in the review period that aligns policies and procedures associated with requirements for Codes of Connection (CoCo), Information Security and Freedom of Information requests.

Future work includes addressing the requirements of the General Data Protection Regulations which will be required by 2018.

4.5 **Planning for the development of the Shared Service.**

Taking into account the evidence considered as part of the review, the ICT Shared Service Board is satisfied with the effectiveness of the current development and operations of the ICT Shared Service.

Both partners have established organisationally focussed ICT Strategies which will be underpinned by an ICT Shared Service Technical Response plan. A joint independent review of 'Cloud Readiness' is also underway to support this technical response plan and the capital replacement programme.

An ICT Shared Service Improvement plan has also been introduced. Progress against this plan is reviewed by the ICT Shared Service Board.

The ICT Shared Service Board agreed to continue support for the shared ICT Project Manager role in view of the number projects in both Services which require ICT Shared Service resources. Improved planning ensures pinch points in capacity in the short term plans are flagged and addressed. It has also identified continuing challenges in available capacity to deliver medium and longer term programmes of work whilst continuing to undertake essential business as usual activities required to maintain security and resilience. The ICT Shared Service Board and the respective senior management teams are considering ways of addressing these challenges in the next review period.

The Shared ICT model continues to be an innovative creation. In considering planning for the continued improvement of the ICT Shared Service the Board maintains the governance model under review to ensure that it can be maximised and the advantages and disadvantages of other models are known to assess which best enables an integrated, efficient and cost effective ICT service across two authorities.

Following the first review of the ICT Shared Service, LGSS law provided an initial options report into Shared Service models. The report provided a high level review of the possible structures which could be utilised. The CFO presented this report to the Fire and Rescue Authority in their meeting of 4 June 2015. The Fire Authority resolved that the report is referred back to the Corporate Services Policy and Challenge Group to undertake further investigation into the benefits of other models to provide a shared ICT Service, and the rationale for any change to the current model, with a view to making a referral back to the full Authority.

5. **Independent Audit**

In addition to this review of the operation of the ICT Shared Service Agreement, an independent audit was also commissioned from RSM as part of the BFRS programme of assurance audits. The outcome of the audit concluded that "the Authority can take substantial assurance that the controls in place to manage the IT Shared Service are suitably designed, consistently applied and operating effectively" (Green).

6. **Customer Satisfaction**

A customer satisfaction survey was undertaken in the period of this review. This concluded there was a general positive view of ICT systems; the results showed an overall improvement on the 2014 survey with the majority of the scores above or close to the median. Whilst there was a general positive view of ICT the reliability and speed of ICT systems were the focus of negative comments. A further review of the use of ICT at wholetime stations undertaken as part of the the Virtual Desktop Infrastructure identified that the problems lie in the terminal services technologies. The Virtual Desktop Infrastructure replaces this technology and is expected to improve users' experience in terms of both reliability and speed. The roll-out of VDI is underway and expected to be completed by the end of December 2016.

The review of satisfaction levels also concluded that some traction was being gained in embedding a strong customer focus but that further efforts were needed. Organisational and cultural change will remain the focus of the ICT Shared Service Board.

A further ICT Shared Service customer satisfaction survey is planned for the end of 2016/17.

7. **Summary of Actions**

7.1 A customer satisfaction survey is to be undertaken towards the end of 2016/17.

7.2 A technical tactical response to the respective ICT Strategies will be incorporated into the ICT Shared Service planning including resourcing models and structure and the outcomes of the 'Cloud Readiness' review.

7.3 The ICT Shared Service Board continues its support for the Project Management role to ensure project work is appropriately planned, scheduled and capacity shortfalls identified early on and addressed appropriately

8. **Conclusion**

The Review of the Operation of the ICT Shared Service Agreement demonstrated ongoing and significant improvement in the aims of resilience, flexibility, cover and quality. Some improvement in customer focus has been achieved against the challenges of cultural and organisational change with a continuing focus on activities in this area in the coming year. As demand continues to increase for ICT-led solutions to enhance delivery of our services to our communities and partners a review of capacity requirements is being undertaken to ensure ICT Shared Service continues to develop, maintaining security and quality of services and whilst delivering to each partner's medium term strategic programme.

9. **Recommendation**

That Members consider the outcomes of the second annual review of the operation of the ICT Shared Service Agreement and note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus.

ALISON ASHWOOD
HEAD OF STRATEGIC SUPPORT

1.   ICT Shared Services Governance Board

1.1   Establishment

The Parties shall establish an ICT Shared Services Governance Board with the functions and powers set out in this Schedule. The Board will not be responsible for the day to day operation of the Shared   Services, which will remain the responsibility of the ICT Service Delivery Manager.

1.2   Role

The Role of the ICT Shared Services Governance Board shall be to:

1.2.1   ensure that the ICT Shared Services is effective, efficient and resilient

1.2.2   agree the Budget for the following Financial Year in accordance with the budget setting process of each party

1.2.3   identify opportunities for innovation and improvement to the approach taken to delivering the ICT Shared Services in a way that is effective, efficient and provides value for money, whilst maintaining resilience and reviewing reports from the ICT Service Delivery Manager on how this may be achieved

1.2.4   seek further financial benefits which do not compromise the effectiveness and resilience of the ICT Shared Service

1.2.5   to ensure that an annual review of the operation of the Agreement is carried out, using information provided by both Parties to assess the delivery of the Shared Services and the provision of those services within budget. The Board shall consider and make recommendations, as appropriate, on the following matters:

i.   the quality of the Shared Services, including the extent to which the aims and outcomes of the Agreement have been met and the effectiveness of the Shared Services;

ii.   the effectiveness of budgetary and financial management arrangements;

iii   the effectiveness of systems, processes and procedures;

iv.   any developments in relevant legislation and policy guidance that may impact on the Shared Services

v.   forward planning for the development of the Shared Services

1.3 Responsibilities

In performing its role the ICT Shared Service Governance Board shall:

1.3.1   consider further opportunities for partnership working and synergies where this represents opportunities and benefits,

1.3.2   determine and ensure the sharing of the financial benefits relating to the ICT Shared Services on a fair basis between the Parties that minimises unnecessary costs,

1.3.3   review requests for change in relation to the Agreement,

1.3.4   receive and consider disputes where escalated to the ICT Shared Service Governance Board.

1.4 Membership

The ICT Shared Service Governance Board shall be comprised of the following representatives:

1.4.1   Principal Officer responsible for ICT from Cambridgeshire Fire and Rescue Service,

1.4.2   Principal Officer responsible for ICT from Bedfordshire Fire and Rescue Service,

1.4.3   Head of ICT from Cambridgeshire Fire and Rescue Service,

1.4.4   Head of ICT from Bedfordshire Fire and Rescue Service,

1.4.5   ICT Shared Services Manager,

1.4.6   Other members who are co-opted as required and agreed by the Parties,

1.4.7   Substitutions may be made as necessary.

1.5 Chairmanship

The ICT Shared Services Governance Board shall be chaired by the Principal Officers of both Parties, with the chairmanship being rotated alternately on a meeting by meeting basis.

1.6 Frequency of Meetings

The ICT Shared Services Governance Board shall meet at least four times in each financial year. Additional meetings may be organised as necessary with the agreement of both Parties.

1.7   Quorum

The ICT Shared Service Governance Board shall be quorate for decisions where the Principal Officers of each Party, or their agreed substitutes, are present.

1.8   Decision making

The parties shall ensure that their representatives at the meetings of the ICT Shared Services Governance Board have the necessary delegated authority for decision making. Decisions shall be reached on a unanimous basis and the only voting representatives shall be the Principal Officers of each Party.

1.9   Support

The ICT Shared Services Governance Board shall be serviced by the Party hosting the meeting.

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For Publication

Bedfordshire Fire and Rescue Authority Corporate Services Policy and Challenge Group
14 September 2016
Item No. 11

REPORT AUTHOR: **HEAD OF SAFETY AND STRATEGIC PROJECTS**

SUBJECT: **CORPORATE RISK REGISTER**

For further information on this Report contact:

Service Operational Commander Tony Rogers
Head of Safety and Strategic Projects
Tel No: 01234 845163

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	CORE BRIEF	
	New		OTHER (please specify)	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider the Service's Corporate Risk Register in relation to Corporate Services.

RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Corporate Services.

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1. <u>Introduction</u>

1.1 Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.

1.2 An extract of the Corporate Risk Register showing the risks appropriate to the Corporate Services Policy and Challenge Group will be available at the meeting. Explanatory notes regarding the risk ratings applied is appended to this report.

2. Current Revisions

2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the **Corporate Services Policy and Challenge Group** are attached for your information and approval.

2.2 Changes to individual risk ratings in the Corporate Risk Register: None.

2.3 Updates to individual risks in the Corporate Risk Register:

- **CRR05: If we are unable to provide adequate asset management and tracking facilities then we may cause serious injuries to our staff due to a lack of safety testing. We may also incur unnecessary significant costs and be in breach of health and safety legislation**: The tender specification for the proposed new Asset Tracking system has been drafted and will go out for tender in autumn 2016 with responses due back in early 2017. Following award of tender in spring 2017 procurement of the system will go ahead. Set up of the asset tracking system including testing and embedding will be completed for initial roll-out of the system to a test station in autumn 2017 with a fully integrated system in place by spring 2018.

- **CRR08: If we do not monitor our key external suppliers of goods and services, particularly in regard to business continuity, then we may suffer a significant and detrimental impact on our ability to deliver our full range of services including emergency response:** The Procurement Manager reviews the actions that Budget Managers have taken with respect to managing their key suppliers. This includes a review to ascertain if the suppliers' Business Continuity plans are in place and evidence that key suppliers have been met with at least annually to review service delivery and performance.

- **CRR27: If we receive a poor budget settlement from government and the Local Authorities covering both revenue and capital funds and we have an adverse response from our Council Tax Precept consultation processes, then our ability to deliver a full range of services could be significantly affected:** The Authority has approved the receipt of the four year Government settlement offer. This provides some certainty over the medium term of the Authority's income streams. The Service is yet to see the outcome of the Business Rates consultation and what this will mean for FRS funding and if the service continues to be part of Business Rates funding. The budget for 2017/18 and the MTFP will be worked on up until the budget setting in February 2017.

(Item 11.2)

- **CRR29: If we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work that we do and potentially impact upon our ability to deliver a full range of services:** Following a reduction in the risk level in the last reporting period the risk has remained constant as the Service progress plans to engage more widely through social media and other channels. The Service's website is a key focus of attention for renewal to increase opportunities for engagement.

- **CRR39: If we have inadequate data management due to poor implementation, inappropriate specification of requirements or poor quality control measures then we are at risk of using the wrong information throughout the organisation and thus potentially affecting the delivery of our services:** The Service continues to implement the principles of a 'single version' in primary data sources. This is particularly relevant to our Business Systems Improvement programme moving from a modular system with single data sources to subject specialist systems such as HR. As these projects complete the overall risk rating is expected to reduce to acceptable levels.

- **CRR45: Exchanges of information such as email, web browsing, removable media, social media, exposes the Service to malicious code and content (malware).   There is a risk that malware could seriously damage the confidentiality, integrity and availability of our Service's information and ICT resulting in disruption to the delivery of our Services, unauthorised export of sensitive information, material financial loss and legal or regulatory sanctions:** The UK is facing an ongoing, persistent threat of cyber-attack from other states, terrorists and criminals operating in cyberspace which the level of risk reflects this status.   As a control action regular penetration testing is in place with associated action plans that are subject to monitoring and review. The roll-out of the Virtual Desktop infrastructure incorporates reminders to users on our safe use policies. A communications plan is being implemented to raise staff awareness which incorporates regular updates in our Blue Bulletin and briefing for Managers**.**

3. <u>Business Continuity</u>

3.1 Following on from the last update to Members a programme of testing the Service's Business Continuity Plans is now in place providing assurance for the delivery of service in the event of a partial or Service wide business interruption.

SERVICE OPERATIONAL COMMANDER TONY ROGERS
HEAD OF SAFETY AND STRATEGIC PROJECTS

Explanatory tables in regard to the risk impact scores, the risk rating and the risk strategy.

Risk Rating

Risk Rating/Colour	Risk Rating Considerations / Action
Very High	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls *should* be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
Moderate	These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

Risk Strategy

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc).
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only.
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BLFRS.
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function.

For Publication

Bedfordshire Fire and Rescue Authority Corporate Services Policy and Challenge Group
14 September 2016
Item No. 12

REPORT AUTHOR: **CHIEF FIRE OFFICER**

SUBJECT: **WORK PROGRAMME 2016/17**

For further information
on this report contact:

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Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on the work programme for 2016/17 and to provide Members with an opportunity to request additional reports for the Corporate Services Policy and Challenge Group meetings.

RECOMMENDATION:

That Members review the work programme for 2016/17 and note the 'cyclical' Agenda Items for each meeting.

PAUL M FULLER CBE QFSM
CHIEF FIRE OFFICER

(Item 12 .1)

CORPORATE SERVICES POLICY AND CHALLENGE GROUP (CSPCG) PROGRAMME OF WORK 2016/17

14 September 2016	• Minutes of Shared Service IT Governing Body		• Community Facilities Charges at Stations	Added at FRA Briefing 24 May 2016
	• Revenue Budget and Capital Programme Monitoring 2016/17			
	• 2017/18 Revenue Budget and Capital Programme (Planning Arrangements)			
	• New Internal Audit Reports Completed to date			
	• Audit and Governance Action Plan Monitoring Report			
	• Corporate Services Performance 2016/17 Quarter 1 and Programmes to date			
	• Annual Review of the Operation of ICT Shared Service Agreement'			
	• Corporate Risk Register			
	• Work Programme 2016/17			

(Item 12 .2)

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
6 December 2016	• Minutes of Shared Service IT Governing Body • Revenue Budget and Capital Programme Monitoring 2016/17 • New Internal Audit Reports Completed to date • Audit and Governance Action Plan Monitoring Report • Corporate Services Performance 2016/17 Quarter 2 and Programmes to date • Treasury Management Mid Year Review Report • Review of the Fire Authority's Effectiveness • Corporate Risk Register • Work Programme 2016/17			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 March 2017	• Minutes of Shared Service IT Governing Body • Revenue Budget and Capital Programme Monitoring 2016/17 • New Internal Audit Reports Completed to date • Audit and Governance Action Plan Monitoring Report • Corporate Services Performance 2016/17 Quarter 3 and Programmes to date • Proposed Corporate Services Indicators and Targets 2017/18 • Treasury Management Strategy and Practices • Corporate Risk Register • Review of Work Programme 2016/17		Review of Protection Programme and Insurance Provision	HFT – March 2016

Recommended Future Items for Consideration for CSPCG

Update on review into utility usage and particular stations where usage is higher than expected		Requested at meeting 9 June 2016

(Item 12 .4)

CORPORATE SERVICES POLICY AND CHALLENGE GROUP (CSPCG) PROGRAMME OF WORK 2017/18

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
June 2017	• Election of Vice Chair • Terms of Reference • Minutes of Shared Service IT Governing Body • New Internal Audit Reports Completed to date • Audit and Governance Action Plan Monitoring Report • Corporate Services Performance 2016/17 Year End Report and Programmes to date • Treasury Management Annual Report • Asset Management Policy and Plans – ICT, Property and Fleet • Risk Register • Work Programme 2017/18			

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